



Ironman Proposal

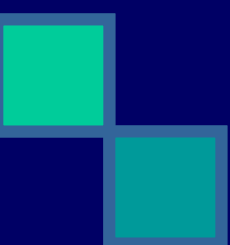



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Vision Statement

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- Keep it simple – complex rules invite problems in compliance & enforcement
 - Multipliers make it messy
 - Cars not credits – We want gold cars !
 - Higher Volumes, lower costs, cleaner air
 - Level Playing field for BEVs and FCVs
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Goals and Objectives

- Zero Emissions or pay the penalty
 - Penalty fees can lower costs to drivers
 - Use serviceable ZEVs for 2003, 2004
 - Let drivers help grow the market
 - Vehicles must be readily available
 - Waiting lists drive away customers
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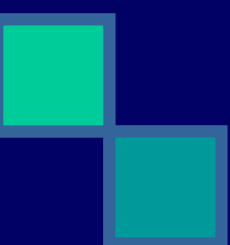



Today's Situation

- Lack of ZEVs available for willing drivers
 - Serviceable ZEVs sent to museums
 - Massive dumping of NEVs (Costco lobby)
 - Glut of credits has stalled deployment
 - Most available BEV has worst public fueling infrastructure (true for all AFVs)
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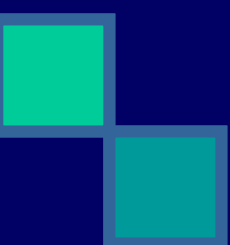



How Did We Get Here?

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- CARB has weakened mandate in the past
 - Automakers would rather fight than switch
 - Drivers get the short end of the stick
 - Too much focus on technology forcing rules
 - Elusive FCVs have diverted focus from BEVs that met the need five years ago
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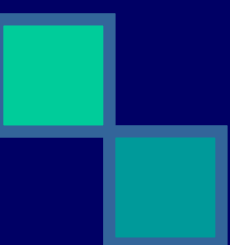


Available Options

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- Re-lease MOA cars at low rates or sell them
 - Eliminate range credits and multipliers
 - Level infrastructure playing field
 - Wipe out credit glut
 - Require more ZEVs in the short term
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Recommendation

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- Remove NEVs from the picture
 - More ZEVs sooner than later
 - Save BEVs from museums & scrap yards
 - Leverage driver education opportunity
 - Willing drivers need available ZEVs now
 - Charging infrastructure needs help
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